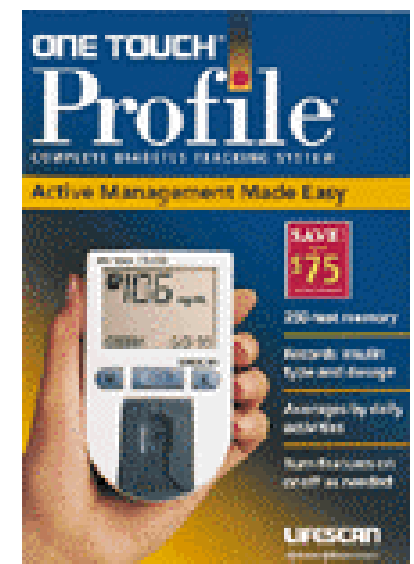




Founded in 1886 in New Brunswick, NJ, where our worldwide headquarters stands today, Johnson & Johnson has been a member of the Climate Wise Program since 1994 and is proud to have been honored with the Partner Achievement Award for 1998 & 1999.





Johnson & Johnson, with approximately 95,800 employees, is the world's most comprehensive and broadly-based manufacturer of health care products, as well as a provider of related services, for the consumer, pharmaceutical and professional markets. Johnson & Johnson has more than 188 operating companies in 52 countries around the world, selling products in more than 175 countries. In 1998, the company recorded sales of \$23.7 billion.



Our Commitment to Excellence...



At Johnson & Johnson, our actions and practices are rooted in Our Credo, a document written by General Robert Wood Johnson 50 years ago, which states:

“We are responsible to our employees, the men and women who work with us throughout the world...

Working conditions [must be] clean, orderly and safe...

We are responsible to the communities in which we live and work and to the world community as well...

We must maintain in good order the property we are privileged to use, protecting the environment and natural resources.”

In recent years, the corporation has defined our environmental responsibilities by articulating a Strategic Vision:

“Johnson & Johnson is committed to environmental excellence, instilling high environmental values in all employees, utilizing the best environmental practices in all products and processes and contributing to global sustainable development.”

Johnson & Johnson **Climate Wise Action Plan**

Highlights of some of our corporate wide efforts...

25% Indexed (production, area & weather) energy reduction goal (1991-2000)

Status: 20.2% Reduction in US/PR (through 1998)

Goal: Actual energy use at or below 1990 levels in year 2000

Status: In spite of tremendous growth (sales have more than doubled), Johnson & Johnson's actual energy use is 8% below 1990 levels in US/PR (through 1998)

Green Lights Partnership

Status: Completed in 1995 by upgrading 95% of our facility space, reducing electric usage by 44.5 million kWh

Energy Star Buildings Partnership

Status: Expanded Energy Star model to incorporate projects and Best Practices from Climate Wise, Motor Challenge and other sources. To date, 70% of Best Practices have been completed throughout the US/PR, with related projects saving over \$9.2M in energy costs annually.

Waste Reduction Goals: 50% office paper, 50% solid and 10% hazardous

Status: 55% reduction in office paper waste, 68% reduction in solid waste and 11% reduction in hazardous wastes (all indexed to sales)



J&J Best Practices **Lighting**

Case Study: McNeil Consumer Healthcare, Las Piedras PR

Upgrade to energy efficient fluorescent lamps and ballasts. Retrofit 1700 fixtures with 3 lamp T8 lamps & electronic ballasts; Install 60 occupancy light sensors; replace 45 exit signs with LED's; Install 120 Halophane 250 watt metal halide with glass refractors.

Annual Savings: \$200,000 2,300,000 kWh 3,000,000 lbs. CO₂ pollution prevented

Case Study: J&J Consumer Products, North Brunswick NJ

Upgraded lighting system and reduced demand in upgrading all fluorescent lighting to T8 technology. Also capitalized on opportunity to reduce light levels due to an extensive survey performed before upgrading the ballasts and fixtures.

Annual Savings: \$104,000 1,368,000 kWh 2,052,000 lbs. CO₂ pollution prevented

Overall in the United States and Puerto Rico, 77 lighting projects completed since 1996 have saved:

17,304,000 kWh 25,956,000 lbs. of CO₂

These savings are beyond our Green Lights commitment, which saved 44.5 million kWh and prevented 66 million lbs. of CO₂ pollution



J&J Best Practices **Pump & Motor Systems**

Case Study: J&J Consumer Products, Skillman NJ

Implemented a project in which twelve (12) variable frequency drives were installed on 6 new, high efficiency Magnetek supply fan motors and 6 high efficiency return air fan motors. Also installed new motors & VFDs on air handling units serving a research facility.

Annual Savings: \$84,900 1,154,000 kWh 1,731,000 lbs. CO₂ pollution prevented

Case Study: McNeil Consumer Healthcare, Ft. Washington PA

In a facility with a centralized chilled water plant, upgraded the distribution system and installed primary/secondary piping loops. Great savings were achieved in taking a systems approach.

Annual Savings: \$133,000 1,666,000 kWh 2,500,000 lbs. CO₂ pollution prevented

Overall in the United States and Puerto Rico, 76 Pump & Motor System projects completed since 1996 have saved:
16,041,000 kWh and prevented **24,372,000 lbs. of CO₂ pollution**



J&J Best Practices **HVAC Plant**

Case Study: Ethicon, San Lorenzo PR

Project involved replacing an existing system of reciprocating air-cooled chillers with a central water plant. This 24 hour continuous operation now employs new York Centrifugal chillers and Marley cooling towers. Heat pipes were added in 4 major air handling units as well.

Annual Savings: \$281,000 3,795,000 kWh 5,690,000 lbs. CO₂ pollution prevented

Case Study: Cordis, Miami Lakes FL

Complete chiller system upgrade that not only yielded tremendous energy savings, but helped us complete our commitment to phasing out CFCs. Involved replacing three (3) CFC11 centrifugal chillers with two (2) 400 ton HCFC-123 chillers and two (2) HFC-134a chillers.

Annual Savings: \$140,000 2,088,000 kWh 3,132,000 lbs. CO₂ pollution prevented

Overall in the United States and Puerto Rico, 126 HVAC Plant projects completed since 1996 have saved:

69,180,000 kWh and prevented 210,110,000 lbs. of CO₂ pollution